



CHIEF'S CORNER

Final Thoughts on Leadership

Most of you are aware that I have used this monthly column as a tool to communicate my thoughts on leadership. Most of time, I try to take advantage of relevant and timely organizational issues, then write about them in a manner that makes sense to new recruits as well as our experienced veterans.

In each column it has been my desire to teach, coach, and mentor future leaders of this organization, regardless of current rank or assignment, by sharing insights that I hope will better prepare them for the challenges that change brings to our department.

Since this is my last official column as your Chief, I will not deviate from past practice. I offer the following for your consideration.

When I arrived here five years and six months ago I convinced then City Manager Charles Church that the most effective manner to lead the organization was to treat each person like an adult; minimizing the number of policies and procedures we depended on so as not to infer that in the absence of written word employees would do the wrong thing. For the most part, I trusted that employees would use our department values and not their own to make decisions about what is the right or wrong thing to do when offered the option.

In retrospect, I am not sure I explained why this type of system is so important to each and every one of us and the success of our department, and I would like to do just that at this time.

As issues present themselves the problem solving process begins with firefighters seeking guidance from their peers or Captains on procedure and proper behavior. Issues that are still unclear then make it to the Battalion Chief. Issues which are still unclear then require the Battalion Chiefs to seek guidance from the Deputy Chief.

Throughout this process resolutions are sought using department values and established policy as filters for correct action. Finally, issues that have no right or wrong answer and have the potential to effect department direction reach my desk.

The bottom line to all of this is that almost always the process works great and decisions are made far below my level and with-

out my direct input. This keeps me working in the strategic end of the time allocation model and leaves operational issues to the folks actually delivering the services.

If you are the Chief, the problem is that the issues that reach my level are far from black and white, and in most cases, the answers are somewhat gray. Yes my friends, just in case you were wondering, when issues get to my desk the right and wrong answers are always gone.

So here I sit at the top of the pyramid trying to make decisions that will be in the best interest of our organization based on departmental values. Sometimes these decisions are not in the best interest of groups of people, and other times single individuals do not benefit from the outcome. Such is the burden of leadership as no decision is made lightly or without due consideration of all members.

In these tough situations we use our department values to determine if the answer to the issue is honest, if it represents the highest levels of integrity, and if it is compassionate and trustworthy. Using these fundamental values, leaders make the best decisions and then move to the next issue that has no right or wrong answer.

I am comfortable that we have accomplished our goal to be guided by a values based decision making process. Sure, every once in while we get held hostage by an employee for making human errors or find ourselves having to support an individual because of the legal ramifications of implementing a policy decision. These situations don't happen very often but when they do, most of us clearly see the difference in right and wrong using these values.

I think we have been very successful and I would suggest you continue to help employees understand how important these values based decisions are to the health of the department. I hope each one of you will demand that your next leader advocate these values and use them daily to make the hard decisions in which right or wrong is not so clear, even in those situations that don't benefit you individually.

Retreating from this important process is a step back to the days in which policies were developed for every situation where there was a question about direction. In effect taking away the power of individuals to make decisions and be responsible and accountable

for themselves and their actions. This creates a suffocating environment where people will hesitate to take action for fear of violating a written policy. The real potential then exists to create an organization where people have no initiative to be innovative.

Doom and gloom aside, I think this department will be very successful in the future, due in large part to the efforts of each individual who proudly wears our department uniform. Collectively, each of you work daily toward a common vision and purpose using our department values to guide your behavior. For this, I am very proud of you.

The things you have accomplished in the past are history, and success will now be measured in future accomplishments. The hard work is not over, and in some respects it will just be starting for many officers who will find they are now making some of those decisions with no right or wrong answer. I hope you will be tolerant and respectful while they navigate these gray areas. Seek first to understand the totality of their decisions and how they will affect the long-term health of the department. Remember, the organization will only be as powerful as the people who are committed to its values. Sometimes this will require you to put aside your individual grievances and in fact not "make out" as an individual.

The time has come for me to turn this operation over to someone else. This decision was not made lightly. Leaving the security of friendship and family is never easy, but sometimes you just get the feeling that it is time.

I would like to thank my Senior Staff - Les, Will, Brad, and Tammy - who has supported and helped guide me during times when I was learning how to be Chief. To those of you whom I personally asked to step up and serve this organization, I say thank you. You are a class act of the highest order.

I hope you all will continue to be blessed. I will miss each of you and will forever be grateful for the opportunity to be a part of this department's history. I hope you know how proud I am of all of you. I am sure Mr. Church would have been equally as proud. I appreciate all you have done for me, my family, and our department. With no further thoughts on the subject I will simply say thank you, goodbye and good luck.

Buckley

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Happy Holidays!

Certifications

Bullard Thermal Imager Certificate

Chris Adams	Anthony Andrews	Mark Andrews	Russell Ayscue
Ben Barber	Lincoln Barnes	Mike Barney	Tom Bartell
Joe Bennett	Glenn Blanks	Ricky Bomar	Maurice Braxton
Mark Britton	Moe Bruce	Kenneth Bunch	Frankie Campbell
Jason Campbell	Allen Carwile	Chick Carwile	Wayne Casto
Cedric Coleman	Ronnie Coleman	Roger Colinger	Earl Copes
Preston Crawford	John Cruise	Michelle Drake	Darrell Evans
Bob Flesham	Mike Hagar	Scott Hargis	Jimmy Hayes
Ninette Heath	David Jackson	Van Johnson	Keith Johnson
Randall Johnson	Scott Kelly	Paul Kilgore	Joey Kilgore
Robert Lipscomb	Becca Lowsiewski	Jody Mayberry	Bob Mays
Tom McCrickard	Abbey Meacham	Matt Millner	Tony Peeler
Eugene Penick	Mike Richardson	Ricky Ring	Matt Smith
Kevin Snead	John Spinner	Tim Staton	Jeff Stern
Chuck Taylor	Mike Thomas	Nick Thomas	Miles Tranks
Kenny Turner	Rob Turner	Rick Ware	Greg Wormser

Certified Personal Fitness Trainer

Mike Reeves

Confined Space Rescue

Luke Adkins Matt Millner

Core Module Of The Virginia Building Code Academy Fire Prevention Inspector

Colao Lombre

Explosive Awareness For Street Level Officers Course

Ronnie Lewis

Fire Inspector I & II, 1031

Bryan Barber Colao Lombre Barney Roakes

Fire Instructor I

Abbey Meacham

Hazardous Materials Technician

Roger Harris Jody Mayberry

Incident Response To Terrorist Bombings

Ricky Bomar

IS-100 Introduction to the Incident Command System

IS-139 Exercise Design

IS-200 Incident Command System

IS-230 Principles Of Emergency Management

IS-235 Emergency Planning

IS-240 Leadership & Influence

IS-241 Decision Making & Problem Solving

IS-242 Effective Communication

IS-244 Developing And Managing Volunteers

IS-700 National Incident Management System

Standards of Excellence In Emergency Management

Maurice Braxton

IS-362 Multi-Hazard Emergency Planning For Schools

Lincoln Barnes Jonathan Simms

IS-546 Continuity Of Operations Awareness Course

Lincoln Barnes

Microsoft Access XP: Beginners & Intermediate

Jason Campbell

Structural Collapse Technician Course

Katherine Dunnaville Matt Millner Ron Sanders

Technician Certification National Standardized Child Passenger Safety Training Program

Matt Millner

Trench Rescue

Luke Adkins

Vehicle Rescue Awareness And Operations

John Cruise Stephanie Elder Joey Kilgore
Burke Konen Allen Marston

WMD Incident Management/Unified Command Internet

Les Puckett Anthony Smith

EMSAT VIDEO

EMSAT: Neonatal Resuscitation

This video includes initial steps in resuscitation; use of a bag and mask; chest compressions; endotracheal intubation; medications; and special considerations in dealing with the family. To view this video, contact Michelle Drake in the Training Division.

December Anniversaries

Mickey Bomar	28 years	Mike Barney	25 years
Doug DeJarnette	25 years	Preston Crawford	21 years
Eugene Penick	17 years	Wayne Casto	10 years

Chief Martinette's Farewell Ceremony



A farewell ceremony honoring Fire Chief Buddy Martinette's service to the Lynchburg Fire & EMS Department and the Lynchburg community will be held on December 27th at the Academy of Music from 6:00 - 8:00 p.m.

Chief Martinette resigned as Fire Chief effective December 31, 2005 and has accepted the position of Assistant County Administrator with Hanover County where he will assume his new duties on January 3, 2006.

Everyone is invited to attend the farewell ceremony to wish Chief Martinette well in his new position and to thank him for his service to the department and community.

Salvation Army Food Drive

The Lynchburg Fire & EMS Department and the Lynchburg Fire Fighters Association (IAFF Local 1146) will join the Salvation Army this holiday season for a nonperishable food drive. The goal of the project is to raise one ton of food for the local Salvation Army's pantries for the holidays.



The food drive began on November 21 and will conclude on December 13. All fire stations will be drop-off points between the hours of 8:00 a.m. and 8:00 p.m. For more information or questions contact the Salvation Army contacts below.

Firefighter Rebecca Losiewski: Station 1 C shift or 540.295.3235
Eva Marcuum, Salvation Army: 434.845.5939



Safety Corner

Holiday Safety Tips

The holiday season can bring great joy and excitement to families. Whether you are celebrating Thanksgiving, Hanukkah, Christmas, or New Year's, below are guidelines for a safe and happy holiday.

- ❏ Never leave holiday lights or candles unattended.
- ❏ Inspect lights/cords before using and discard lights with cracked or broken wiring.
- ❏ Keep Christmas trees watered with a mixture of lemon-lime soda and water to keep the tree moist longer.
- ❏ Keep trees away from heat sources (fireplaces, room heaters, etc.)
- ❏ Holly and mistletoe are poisonous. Keep away from children and pets.
- ❏ Wrapping paper and ribbon should be thrown in trash containers, not fireplaces. Burning paper and ribbon could cause a chimney fire.
- ❏ Check and clean the fireplace and chimney every year.
- ❏ NEVER use gasoline, lighter fluid or kerosene to start a fire.
- ❏ Remove ashes in a metal container. Never store them in the house.
- ❏ Keep a fire extinguisher on hand.

Have a Safe and Happy Holiday Season.

Captain Guedj
Health & Safety

Awards Committee Vacancies

The department's Awards Committee currently has two vacancies for the positions of Captain and Battalion Chief. Any officers interested in serving on this committee should contact Captain John Spinner.

*See you at the Lynchburg Christmas Parade
December 3 at 5:00 p.m.*